

FSI *Foreign Service Institute*

DEPARTMENT OF STATE

A-200 THE MID-CAREER COURSE ON FOREIGN AFFAIRS

Spring Session

April 7 - June 27, 1958

DESCRIPTION AND OUTLINE

Objective and Scope

The Mid-Career Course on Foreign Affairs is a condensed 12-week training course designed to permit Foreign Service Officers of classes 3 and 4 to make a break away from the immediate focus of day-to-day operations, during which they may gain perspective for a mid-career reassessment of the functions of the Foreign Service and of their own roles in the Service in the formulation and implementation of United States foreign policy. Considering the mid-career Foreign Service Officer's principal task to be analytic reporting and policy recommendation, whether in political, economic, informational, or managerial areas, the course has been planned to focus upon the following objectives:

(1) To introduce students to generally valid concepts of social behavior analysis which may help them both to sharpen and to systematize their techniques of observation and reporting.

(2) To acquaint students with the many significant domestic interests which have a direct concern in all foreign policy recommendations.

(3) To give students an opportunity to test the utility of the materials presented under objectives 1 and 2, through oral and written analyses of current problems in the fields of foreign policy and Foreign Service Management.

(4) To assist officers in making their own analysis of attitudes, values, and current trends in the United States, which may provide them with a stronger foundation from which to interpret America and American policies more effectively abroad.

(5) To enable students to develop their executive capabilities and management skills, with emphasis upon a top management perspective. i.e. the ability to consider problems from the viewpoint of the Department as a whole.

Plan of Study

Methods

Methods of instruction include: lectures by academic leaders, and informal briefings by qualified experts in appropriate operational areas; question and informal discussion sessions following lectures and briefings; formal discussion seminars by student panels on assigned topics; course theses on some aspect of current foreign relations or management problems in the Foreign Service; assigned general and daily reading assignments; and independent research efforts.

Course Content

Following convocation students normally hear from the course chairman an outline of the course content and method, devote one period to oral autobiographic introductions, and then proceed to Front Royal, where they spend the remainder of the first two weeks in a program of executive management studies, based in large part on an approach through case studies.

Beginning with the third week the course concentrates on lecture and discussion sessions in behavioral science fields. These lectures are designed to demonstrate two allied but distinct overall approaches to a systematic analysis of social problems. The first interprets societies in terms primarily of their social values and of the institutional patterns which characterize the society. Lectures on the Culture Concept, on Language in Culture, on the Bases and Exercise of National Power, and on Communications and Information Theory deal largely with this approach, which has special pertinence for the analysis of less sophisticated societies.

The second method, which is more appropriate to the understanding of trends in more advanced areas, interprets societies rather in terms of the psychology of the individuals who compose them, and involves examination of both individual and group motivations and attitudes towards the external influences with which the society is confronted. Lectures on the Psychological Bases of Cultural Universals, on Psychological Bases of Social Movements, on International Legal Norms, and on Analysis of Decision-Making demonstrate this approach.

The value to FSO's of these "scientific" frames of social analysis lies in their systematic method. To begin with they oblige a reporting officer to define his line of inquiry in specific terms, and then provide him with a frame of reference which insures his examination of all pertinent aspects of the problem. Attention is focussed throughout the course plan toward relating the theoretical material to practical Foreign Service concerns, through lectures, case studies, formal discussion seminars, course theses, and informal question periods in which students challenge lecturers to illustrate their points in current and practical terms.

After examination of behavioral science techniques one week will be devoted to a close analysis by the class of outstanding patterns and trends in American life, followed by a similar though shorter program of examination of contrasting Soviet attitudes. In addition, one week is devoted to class analysis through lectures and seminars of the Significant Factors in Economic Development. Emphasis is placed on the two major elements, Capital and Human Resources, and half of the lectures focus on case studies in economic development in specific areas.

The final weeks of the course are devoted in large part to briefings from representatives of agencies and groups which have a significant degree of influence on our foreign policy decisions (or decision-makers), or who are in a position to interpret such influences in terms of interest to Foreign Service Officers. The JCS, CIA, and USUN each arrange two day programs of concentrated briefings on US Deterrent Capabilities, US Intelligence Objectives and Techniques, and The US Role in Multilateral Diplomacy. Other briefings are provided by the NSC, AEC, ICA, USIA, a member of Congress, a prominent politically oriented journalist, a current leader in US Culture, and by representatives of pertinent areas of the Department.

SCHEDULE

<u>COURSE DIVISION</u>	<u>WEEK</u>	<u>DATE</u>	<u>PERIODS</u>	<u>DIRECTION</u>	<u>SUBJECT</u>
Convocation and Introduction	1	Apr 7	1-Talks	Mr. Harold B. Hoskins and Members of FSI Staff	Convocation and Welcome to Foreign Service Institute
			1-Talk	Course Chairman	Introduction to Course Aims and Methods
	8		1-Seminar	Course Chairman	Student Introductions

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CLASS MOVES TO FRONT ROYAL, VIRGINIA

Executive
ManagementApr 9-18 ENTIRE
PERIODMr. Saul Moskowitz, Case Studies in Executive
Director, Executive Management
Management Section,
FSI, and lecturers:

Seminars & Lectures

9	1	Thomas S. Estes, Deputy Assistant Secretary for Administration	The Executive Task in the Foreign Service
10	1	Dr. A. Steinbach, Department of Labor	Cross-Cultural Aspects of Administration in Central Europe
14	2	Dr. W. S. Sayre, Columbia Univ- ersity	A Survey of Administrative Thought
	1	Mr. Herman Pollach, Management Officer	Managerial Problems in the Department of State
15	2	Dr. N. H. Martin, University of Chicago	The Contributions of the Behavioral Sciences to Administration
	1	Mr. T. C. Barger, Arabian-American Oil Company	An Analysis of Arabian- American Oil Company's Managerial Problems
16	1	Dr. Afif I. Tannous FAS	Cross-Cultural Aspects of Administration in the Middle East
	1	Mr. Walter Williams Under Secretary, Dept. of Commerce	The Executive Task in Government
17	2	Dr. Ordway Tead, Columbia Univ- ersity	The Art of Management
	1	Ambassador Herbert Bursley, Chief, Career Development	Career Development in the Foreign Service

CLASS RETURNS TO ARLINGTON

Introduction to 3
Conceptual Meth-
ods of Analysis

21	2-Lectures and Discus- sion	Prof. Marion J. Levy, Dept. of Sociology, Prince- ton University	Introduction to the Concept of Functionalism in Cross- Cultural Analysis
22	2-Lectures and Discus- sion	Prof. Levy	Effects of Modernization on China and Japan
23	1	Course Chairman	Class Discussion Panel

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Introduction to Conceptual Meth- ods of Analysis (continued)	3	Apr 24	2-Lectures and Discus- sion	Prof. D. Scott Gilbert, FSI Staff	Techniques of Cross- Cultural Analysis
		25	2-Lectures and Discus- sion	FSI Language School	Language in Culture
	4	28	4-Lectures and Discus- sion	Prof. Joseph Campbell, Sarah Lawrence College	Psychological Interpreta- tions of Cultural Univers- als
		29			
		30	2-Lectures and Discus- sion	Prof. Gilbert	Psychological Motivations in Social Action
	5	May 1	2-Lectures and Discus- sion	Prof. Gilbert	Social Acceptance of Elite Groups
		2	2-Lectures and Discus- sion	Prof. Campbell	India as a Case Study in Socio-Psychological Analysis
		5	4-Lectures and Discus- sion	Edwin M. Wright, FSI Staff	The Near Eastern Origins of Western Cultural Patterns
	6	6			
		7	1	Course Chairman	Class Discussion Panel
		8	2-Lectures	Course Chairman	An Analytical Method Derived from Information Theory
		9	2-Lectures and Discus- sion	Prof. W. Phillips Davison, Massa- chusetts Institute of Technology	Analysis of the Effects of Political Communications
		12	2-Lectures and Discus- sion	Prof. F. S. C. Northrop, Yale University Law School	Cultural Understanding in Foreign Policy
	7	13	2-Lectures and Discus- sion	Prof. Richard Snyder, Northwest- ern University	Analysis of the Decision- Making Process
		14	1-Lecture and Discussion	Prof. Snyder	US Action in Korea in 1950 in terms of Analysis of Pertinent Decisions
		1		Course Chairman	Class Discussion Panel
		15	1	Course Chairman	Outlines of Course Theses
		16	2-Lectures and Discus- sion	Prof. Arnold Wolfers, Johns Hopkins University	The Bases and the Exercise of National Power
American Values and Institutions		19	2-Lectures and Discus- sion	Prof. Lucien Pye, Center for Inter- national Studies, MIT	American Political Patterns in terms of Social Values

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American Values and Institutions (continued)	7	May 20	1-Lecture and Discussion	To be announced	Interpretation of America in Terms of Economic Resources
			1	Course Chairman	Class Discussion Panel
			21 2-Lectures	To be announced	America's Human Resources
			22 2-Lectures and Discussion	To be announced	The Challenges of the Future
			23 1	Course Chairman	Class Discussion Panel
Factors in Economic Development	8		26 2-Lectures and Discussion	Prof. Yale Brozen, Northwestern University	The Role of Capital Development, Saving, and Investment in Economic Development
			27 1-Lecture and Discussion	Prof. Brozen	Economic Development in Brazil
			28 2-Lectures and Discussion	Prof. Frederick Harbison, Princeton University	The Use of Human Resources in Economic Development
			29 1-Lecture and Discussion	Prof. Harbison	Economic Development in Egypt and Iraq
			30 2-Lectures and Discussion	To be announced	The Current Role of ICA in Economic Development
Analysis of the USSR	9	June 2	2-Lectures and Discussion	To be announced	Psycho-Sociological Attitudes in the USSR
			3 2-Lectures and Discussion	Prof. Warren Eason, Princeton University	Economic Development in the USSR
			4 1-Lecture and Discussion	Prof. Alan M. Little, FSI	Information as a Soviet Policy Tool
			5 4-Briefings	Joint Chiefs of Staff	Analysis of US Military Potential
			6		
Significant Domestic Influences on US Foreign Policy Decisions	10		9 1-Lecture and Discussion	Member of Congress	Congress and Foreign Policy
			10 1-Lecture and Discussion	Representative of NSC	The Role of the NSC in Foreign Policy
			1-Lecture and Discussion	To be announced	The Department of State in NSC Operations
			11 1-Lecture and Discussion	Representative of USIA	US Information Policy
			12 4-Briefings	Representatives of CIA	National Intelligence Objectives and Techniques
			13		

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Significant Dom- estic Influences on US Foreign Policy Decisions (continued)	11	June 16	1-Lecture and Discussion	Edwin M.J. Kretz- mann, NEA	The Foreign Service and the Press	
		17	2-Lectures and Discus- sion	To be announced	A Correspondent's View of Domestic Influences on US Foreign Policy	
US Role in Multilateral Diplomacy		18	1-Briefing	Assistant Secre- tary Wilcox	US Membership in UNO	
		19 20	Briefings by and visits to USUN and UNO			
	12	23			Independent Study	
		24 25 26		Course Chairman	Presentation of Course Theses	
		27	GRADUATION			

STATE: FD, Washington, D. C.

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TRANSMITTAL SLIP		DATE
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RC		
REMARKS:		
<p>The report by [redacted] went up thru channels in ONE, & has circulated in OTR. You have here what amounts to a rave notice. Congratulations!</p>		
FROM: [signature] (over)		
ROOM NO.	BUILDING	EXTENSION

25X1A

What will happen
when the Sr. Program
starts? Cover CIA in
both? etc. Might
be worth discussion at
this early stage of
giving us so that we
don't get caught up
suddenly in new State
requirements.